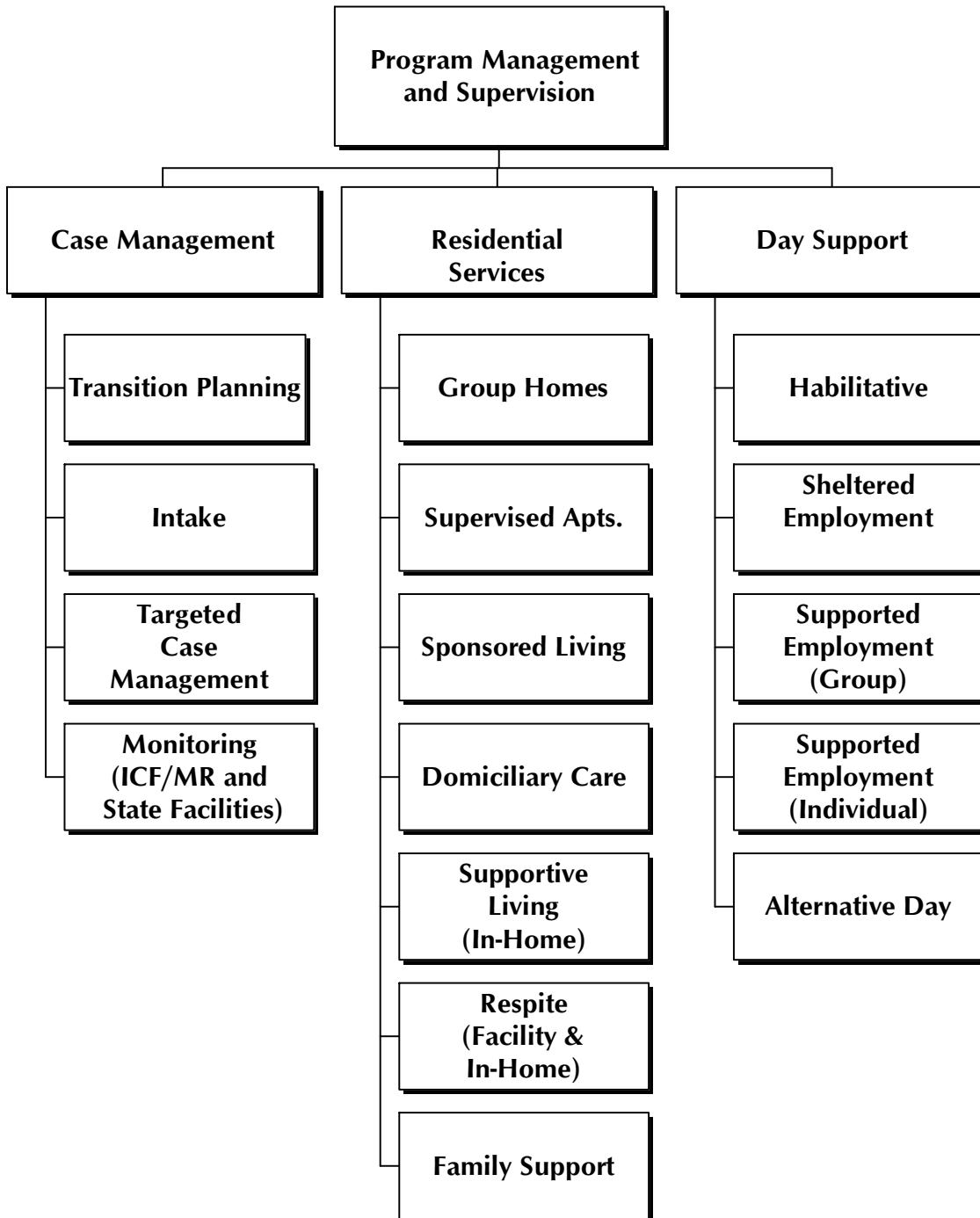


# Community Services Board Mental Retardation Services



# Community Services Board Mental Retardation Services

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## **Mission**

To empower and support people to achieve a self-determined and valued lifestyle.

## **Focus**

Mental Retardation Services provides direct services to individuals with mental retardation and oversees services provided by private vendors. Services are provided through four cost centers: Program Management and Supervision, Case Management, Residential Services and Day Support.

Program Management and Supervision services are provided to all mental retardation programs, both directly-operated and under contract, to ensure service quality, customer satisfaction, sound fiscal management and the appropriate allocation of resources.

Case Management services are provided to approximately 1,900 persons with mental retardation who often need support throughout their lives. While many of these individuals have multiple disabilities and serious medical needs, many others have important strengths and can benefit from training to maximize their skills and enhance their independence. Case management includes needs assessment and evaluation, eligibility determination, coordinated care planning and monitoring, as well as emergency services. To ensure health and safety, and to maximize opportunities for successful community living, case managers assist individuals with mental retardation access housing, employment, social service benefits, therapeutic supports, social and educational resources and other supports essential to meeting basic needs. It should be noted that Case Management staff coordinate not only County funded services but also approximately \$24 million in Medicaid funded services for 425 individuals. For these case management services, Medicaid reimburses the CSB approximately \$1.8 million annually.

Residential Services provides shelter to more than 350 individuals through directly-operated group homes and contracted residential programs. In addition to training and assistance with daily living activities, the individuals served may have more complex needs due to physical and mobility limitations, medical problems and behavioral issues. Services are provided in community-based group homes, intermediate care facilities, supervised apartments, adult foster care or respite according to needs assessments and individualized service plans developed by residential staff in consultation with the individual and family.



Day Support services are provided to over 1,000 individuals with mental retardation. Given varying levels of disability, day support services are offered in either a developmental model or a group/individual community employment model. The developmental model includes self-maintenance training, such as behavior management, socialization, communication, fine and gross motor skills, and daily living skills and nursing care for individuals who are the most severely disabled. The community employment model includes vocational training and employment support to assist individuals to enter and remain in the work force, either in a supervised setting with other disabled workers, or in a competitive setting with non-disabled workers. As a result, individuals earn competitive wages which totaled nearly \$4.6 million in FY 2003.

As directed by the Board of Supervisors, the Human Services Council, the County Executive and the CSB have completed a review of day support, including, but not limited to, the following: types of services and service levels provided; number of persons currently receiving services; number of students projected to require services; facility and transportation requirements; parental and individual participation in offsetting service costs; and, benchmarking information on services provided by other jurisdictions. In addition, as part of the FY 2005 Budget Guidelines approved by the Board of Supervisors on April 28, 2003, staff were directed to explore options to enhance the sliding scale fee to reduce the County's share of the costs of supporting the graduates of special education programs. As a result of the study, some procedural changes are already underway. For example, timelines for transitioning students from secondary school to adult day support service are being accelerated. This includes service eligibility determination and assessment of program needs for all eligible graduates. This will enable the CSB to present more timely and accurate cost estimates to the County in its fiscal planning process. The CSB is also considering changes to its fee policy to include fee assessment for day services. CSB staff continues to maximize the availability of non-County funding for school graduates, such as Medicaid funding, DRS funding and Federal work incentives and entitlements. In addition, funding for day support services will not be requested for those special education students who choose to


## Community Services Board Mental Retardation Services

leave school prior to age 22 or the last year of public education eligibility. More significant policy changes will be taken up by the CSB after consultation with the Board of Supervisors.

### New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

 <b>Maintaining Safe and Caring Communities</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
Continue to support a team of case managers who have relocated to the South County area to increase accessibility to services for individuals and families in underserved areas.	✓	✓	Case Management
Relocated a group home to a larger facility to improve accessibility for individuals with mobility limitations, and adjusted staffing patterns to meet changing needs and maximize staff resources. Redesign additional group homes to improve accessibility and increase bed capacity.	✓	✓	Residential
Collaborate with Fairfax County Department of Housing and Community Development and a private provider to renovate a twelve-bed Intermediate Care Facility into three apartments accommodating four individuals each to improve quality of life for individuals served.		✓	Residential
Collaborate with private providers to increase bed capacity and serve persons waiting for residential services. Collaborate with a private provider to convert two Medicaid Waiver funded homes to Intermediate Care Facilities to improve service quality and reduce cost. It should be noted that the costs of service in an intermediate care facility are reimbursed at a higher rate than Medicaid Waiver funded homes.		✓	Residential
Conducted extensive study of Mental Retardation Graduate Program. Implement study recommendations to increase efficiencies and maximize resources.	✓	✓	Day Support
 <b>Maintaining Healthy Economies</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
Continue supporting the enrollment of all vendors licensed by the Commonwealth of Virginia DMHMRSAS providing day support services to adults with mental retardation by the Virginia Department of Medical Assistance Services, which enables the contractors to receive reimbursement for the provision of Medicaid Waiver services.	✓	✓	Day Support

# Community Services Board Mental Retardation Services

 <b>Corporate Stewardship</b>	<b>Recent Success</b>	<b>FY 2005 Initiative</b>	<b>Cost Center</b>
Continue to collaborate with the state to maximize the number of Medicaid Waiver slots awarded to eligible Fairfax citizens, through slot attrition and new slot allocation.	✓	✓	Case Management
Continue to maximize Medicaid revenue by converting eligible individuals from County funded services to Medicaid State Plan Option (SPO) Case Management and Medicaid Waiver services.	✓	✓	Case Management

## Budget and Staff Resources<sup>1</sup>

<b>Agency Summary</b>				
<b>Category</b>	<b>FY 2003 Actual</b>	<b>FY 2004 Adopted Budget Plan</b>	<b>FY 2004 Revised Budget Plan</b>	<b>FY 2005 Advertised Budget Plan</b>
Authorized Positions/Staff Years				
Regular	131/ 130.5	131/ 130.5	132/ 131.5	132/ 131.5
Grant	3/ 3	3/ 3	1/ 1	1/ 1
Expenditures:				
Personnel Services	\$8,531,934	\$8,741,069	\$8,741,069	\$9,037,428
Operating Expenses	25,207,758	27,500,338	27,463,994	27,835,283
Capital Equipment	0	0	0	0
<b>Total Expenditures</b>	<b>\$33,739,692</b>	<b>\$36,241,407</b>	<b>\$36,205,063</b>	<b>\$36,872,711</b>
Revenue:				
Fairfax County	\$28,654,506	\$29,277,186	\$29,277,186	\$30,099,232
Fairfax City	509,234	509,234	509,234	509,234
Falls Church City	194,817	194,817	194,817	194,817
Federal Block Grant	32,436	45,000	45,000	45,000
Medicaid Waiver	1,464,196	1,448,576	1,448,576	1,451,710
Medicaid Option	1,729,452	1,794,528	1,794,528	1,729,728
Program/Client Fees	1,155,035	2,076,164	2,076,164	1,829,100
Miscellaneous	15	0	0	0
Fund Balance	0	895,902	859,558	1,013,890
<b>Total Revenue</b>	<b>\$33,739,691</b>	<b>\$36,241,407</b>	<b>\$36,205,063</b>	<b>\$36,872,711</b>

<sup>1</sup> Please note that in FY 2005 the Infant and Toddler Connection and Early Intervention are combined and presented as a separate agency entitled Early Intervention Services within CSB. The historical funding is reflected in the new agency for presentation purposes.

# Community Services Board Mental Retardation Services

## FY 2005 Funding Adjustments

*The following funding adjustments from the FY 2004 Revised Budget Plan are necessary to support the FY 2005 program:*

- ◆ **Employee Compensation** **\$296,359**  
An increase of \$296,359 in Personnel Services is associated with salary adjustments necessary to support the County's compensation program.
- ◆ **Contract Rate Adjustment** **\$468,814**  
An increase of \$468,814 in Operating Expenses is due to a 3.09 percent contract rate increase for providers of contracted mental retardation services.
- ◆ **Special Education Graduates** **\$54,343**  
An increase of \$54,343 in Operating Expenses to support 17 June 2004 special education graduates of Fairfax County Public Schools. An amount of \$54,343 represents the difference between the estimated cost of \$499,800 to provide day support and transportation services to the 17 graduates with the most profound level of mental retardation and medical and/or physical challenges, and the anticipated savings of \$445,457 available if the State assigns new Medicaid Waiver slots and funding to the CSB in early FY 2005. Should the County not be awarded additional Waiver slots, additional County funding will be necessary to support the FY 2005 graduates.
- ◆ **Miscellaneous Operating Adjustments** **(\$3,093)**  
A decrease of \$3,093 in Operating Expenses is comprised of an additional \$7,407 to accommodate the increase in the County auto mileage reimbursement rate from 33 cents per mile to 36 cents per mile, offset by a decrease of \$10,500 in charges from the Department of Vehicle Services.
- ◆ **Northern Virginia Training Center** **(\$148,775)**  
A decrease of \$148,775 in Operating Expenses is due to a reduced level of contracted vocational services to be purchased by the Northern Virginia Training Center from Mental Retardation Services. Please note that a commensurate reduction in revenues has also been included.

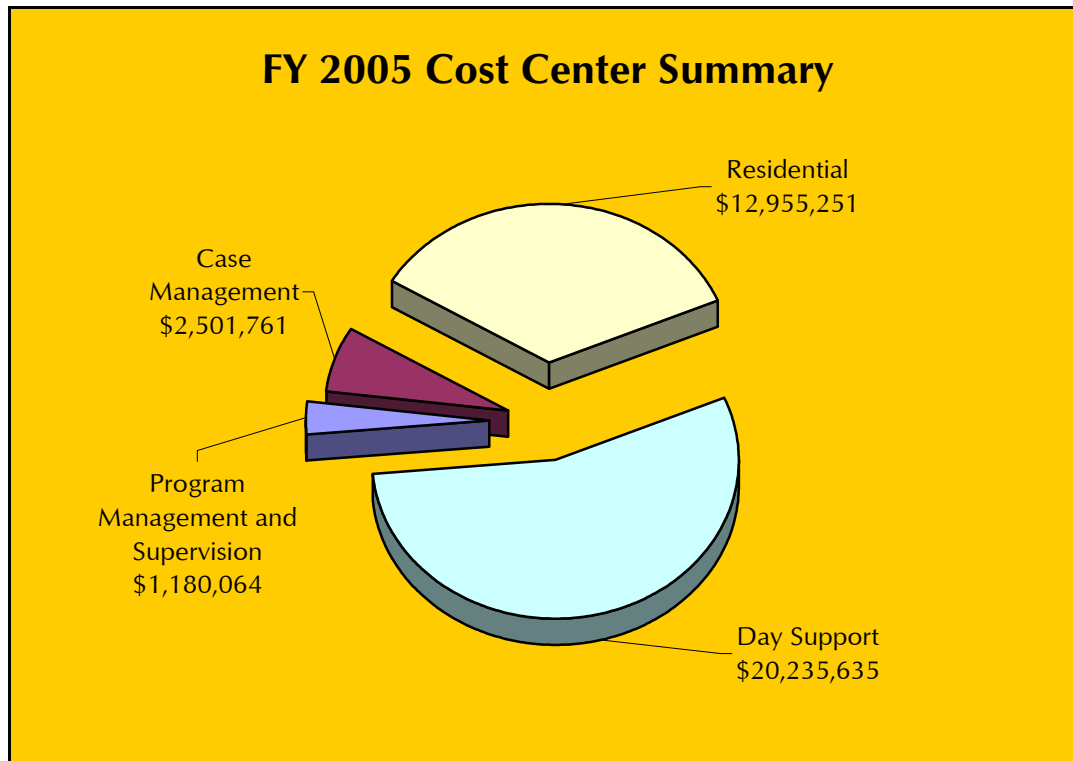
## Changes to FY 2004 Adopted Budget Plan

*The following funding adjustments reflect all approved changes in the FY 2004 Revised Budget Plan since passage of the FY 2004 Adopted Budget Plan. Included are all adjustments made as part of the FY 2003 Carryover Review and all other approved changes through December 31, 2003:*

- ◆ **Carryover Adjustments** **(\$36,344)**  
As part of the FY 2003 Carryover Review, a decrease of \$36,344 in Operating Expenses is attributable to a reallocation of funding from Mental Retardation contracts to Mental Health contracts.
- ◆ **Position Adjustments** **\$0**  
As part of the FY 2003 Carryover Review, an increase of 1/1.0 SYE regular merit position is included to reflect the abolishment of 1/1.0 Management Analyst I position in Mental Health Services to create 1/1.0 SYE Mental Retardation Specialist III position in Mental Retardation Services. In addition, a decrease of 2/2.0 SYE grant positions is included to reflect the abolishment of 2/2.0 SYE grant Mental Retardation Specialist I positions in Mental Retardation Services to create 2/2.0 SYE grant positions, including 1/1.0 SYE grant Senior Clinician position and 1/1.0 SYE grant Management Analyst I position, in Mental Health Services associated with the Title IV-E grant.

# Community Services Board Mental Retardation Services

## Cost Centers



## Program Management and Supervision

Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	14/ 14	14/ 14	15/ 15	15/ 15
<b>Total Expenditures</b>	<b>\$1,057,023</b>	<b>\$1,141,011</b>	<b>\$1,141,011</b>	<b>\$1,180,064</b>

Position Summary			
1 Director of MR Programs	2 MR Specialists III	1 Volunteer Services Coordinator II	
2 MR Specialists V	2 MR Specialists II	1 Administrative Assistant III	
1 MR Specialist IV	1 MH Therapist IV	3 Administrative Assistants II	
		1 Administrative Assistant I	
<b>TOTAL POSITIONS</b>			
15 Positions / 15.0 Staff Years			

## Key Performance Measures

### Goal

To provide services to individuals with mental retardation to promote personal health, safety and welfare and to ensure sound fiscal management and distribution of resources.

# Community Services Board Mental Retardation Services

## Objectives

- ◆ To provide direction and management support to Mental Retardation programs so that 80 percent of service quality and outcome goals are achieved.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Outcome:</b>					
Percent of mental retardation program performance indicators (service quality and outcome) achieved	80%	80%	80% / 80%	80%	80%

## Performance Measurement Results

In FY 2003, four of five, or 80 percent, of the service quality and outcome goals were met or exceeded, thereby meeting the overall target and indicating that programs are operating effectively and meeting the needs of the people who are receiving services.

## Case Management

Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	40/ 40	40/ 40	40/ 40	40/ 40
Grant	3/ 3	3/ 3	1/ 1	1/ 1
<b>Total Expenditures</b>	<b>\$2,425,949</b>	<b>\$2,593,241</b>	<b>\$2,593,241</b>	<b>\$2,501,761</b>

Position Summary	
1 MR Specialist V	<u>Grant Position</u>
5 MR Specialists III	1 MR Specialist I
22 MR Specialists II	
11 MR Specialists I	
1 Management Analyst I	
<b>TOTAL POSITIONS</b>	
40 Positions / 40.0 Staff Years	
1 Grant Position / 1.0 Staff Year	

## Key Performance Measures

### Goal

To provide service coordination and behavior management consultations to individuals with mental retardation to maximize their independence in the community.

### Objectives

- ◆ To support individuals' self-sufficiency in the community by ensuring that clients receiving Targeted Case Management services meet 92 percent of their individual service plan objectives.

## Community Services Board Mental Retardation Services

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Output:</b>					
Targeted Case Management - Individuals served	1,546	1,042	1,038 / 1,063	1,063	1,063
<b>Efficiency:</b>					
Targeted Case Management - Cost per individual served	\$1,408	\$2,169	\$2,367 / \$2,282	\$2,521	\$2,349
<b>Service Quality:</b>					
Targeted Case Management - Percent of individuals satisfied with services	89%	75%	80% / 76%	80%	80%
<b>Outcome:</b>					
Targeted Case Management - Percent of individual case management service plan objectives met	98%	98%	92% / 98%	92%	92%

### Performance Measurement Results

In FY 2003, 76 percent of individuals surveyed were satisfied with services, as compared to the goal of 80 percent. The decrease is primarily attributable to implementation of a new state survey and a lower than expected response rate. In terms of outcomes, the goal of 92 percent of individual service plan objectives achieved was exceeded with 98 percent. This success was the result of reorganizing case management staff and duties to enhance service delivery and maximize resources.

### Residential Services

Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	71 / 70.5	71 / 70.5	71 / 70.5	71 / 70.5
<b>Total Expenditures</b>	<b>\$12,662,149</b>	<b>\$12,483,476</b>	<b>\$12,483,476</b>	<b>\$12,955,251</b>

Position Summary		
<u>Group Homes</u>	<u>Supervised Apartments</u>	<u>Sponsored Placements</u>
1 MR Specialist IV	1 MR Specialist II	1 MR Specialist II, PT
3 MR Specialists III	3 MR Specialists I	
11 MR Specialists II		
51 MR Specialists I		
<b>TOTAL POSITIONS</b>		
71 Positions / 70.5 Staff Years		

PT Denotes Part-Time Position



# Community Services Board Mental Retardation Services

## Key Performance Measures

### Goal

To provide residential services to individuals with mental retardation to maximize their independence in the community.

### Objectives

- ◆ To maintain at 50 percent the percentage of individual service plan objectives related to community living skills achieved by group home residents.
- ◆ To maintain at 85 percent the percentage of individuals who are able to remain living in group homes rather than more restrictive settings.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Output:</b>					
Group Homes - Individuals served	309	305	294 / 308	305	305
<b>Efficiency:</b>					
Group Homes - Cost per client served	\$27,364	\$28,494	\$30,954 / \$28,491	\$30,983	\$30,751
<b>Service Quality:</b>					
Group Homes - Percent of individuals who are satisfied with support services	89%	90%	83% / 92%	85%	85%
<b>Outcome:</b>					
Group Homes - Percent of individuals living in group homes who maintain their current level of service	NA	NA	NA / NA	NA	85%
Percentage of individual service plan objectives related to community living skills achieved	53%	56%	50% / 55%	50%	50%

## Performance Measurement Results

In a survey of individuals receiving residential services, 92 percent reported satisfaction with services, exceeding the goal of 83 percent. Individuals served met 55 percent of their individual service plan objectives related to community living skills, exceeding the goal of 50 percent. In FY 2005, a new indicator has been developed to measure whether the services provided are adequate to remain living in the group home setting rather than a more restrictive setting. CSB staff have set an aggressive goal of 85 percent of persons served who remain in the group home setting. FY 2005 data will be used to determine future performance goals based on actual experience. As a result, future goals may be revised.

# Community Services Board Mental Retardation Services

## Day Support

Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	6/ 6	6/ 6	6/ 6	6/ 6
<b>Total Expenditures</b>	<b>\$17,594,571</b>	<b>\$20,023,679</b>	<b>\$19,987,335</b>	<b>\$20,235,635</b>

Position Summary	
1 Manpower Specialist IV	
5 Manpower Specialists II	
<b>TOTAL POSITIONS</b>	
<b>6 Positions / 6.0 Staff Years</b>	

## Key Performance Measures

### Goal

To provide employment services to individuals with mental retardation to maximize self-sufficiency and independence.

### Objectives

- ◆ To achieve an annual increase of combined total earnings reported of individuals in Supported Employment services.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Output:</b>					
Day Support - Total individuals served	1,146	1,168	1,144 / 1,213	1,149	1,149
Day Support - Non-Medicaid eligible individuals served	888	797	808 / 847	813	813
Supported Employment - Individuals served	488	500	NA / 474	556	556
<b>Efficiency:</b>					
Day Support - Cost per individual served with local funds	\$10,266	\$13,547	\$16,342 / \$14,783	\$16,323	\$16,423
Supported Employment - Cost per individual served with local funds	\$8,250	\$10,621	\$11,894 / \$11,416	\$10,472	\$10,516

## Community Services Board Mental Retardation Services

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
<b>Service Quality:</b>					
Day Support - Percent of individuals satisfied with services	97%	97%	85% / 96%	85%	90%
<b>Outcome:</b>					
Supported Employment - Average wages reported by individuals in group-based programs	\$3,526	\$5,315	NA / \$6,837	\$6,495	\$6,702
Supported Employment - Average wages reported by individuals in individual-based programs	\$11,425	\$12,805	NA / \$13,582	\$13,017	\$13,380

### Performance Measurement Results

In FY 2003, 96 percent of individuals receiving day support services reported satisfaction, exceeding the goal of 85 percent. The average wage in FY 2003 for the 270 people surveyed who received group supported employment services in FY 2003 was \$6,837, an increase of 94 and 29 percent over FY 2001 and FY 2002, respectively. Total wages for these 270 people in FY 2003 was approximately \$1.8 million. The average wage in FY 2003 for the 204 people surveyed who received individual employment services was \$13,582, an increase of 19 and 6 percent over FY 2001 and FY 2002, respectively. Total wages for these 204 people in FY 2003 was \$2.8 million.